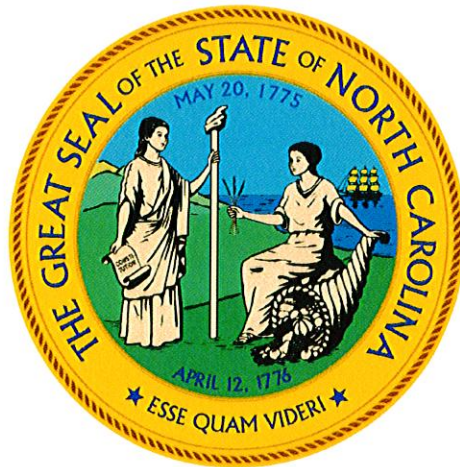
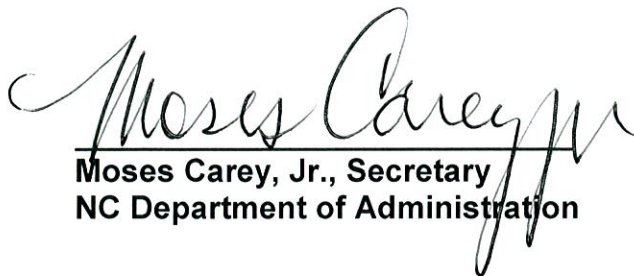


**NORTH CAROLINA
DEPARTMENT OF ADMINISTRATION**

Equal Employment Opportunity Plan



June 1, 2012


Moses Carey, Jr., Secretary
NC Department of Administration


David A. Shehdan, Director
Human Resources Management

North Carolina Department of Administration Equal Employment Opportunity Plan 2012

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I. NORTH CAROLINA EEO POLICY STATEMENT

It is the policy of the State of North Carolina to provide equal employment opportunity for all qualified persons and to prohibit discrimination in employment because of race, color, religion, creed, genetic information, sex, national origin, age, disabling condition, or political affiliation. In furtherance of this policy, the State of North Carolina in its various sub-divisions shall:

1. Recruit, select, hire, place, train and promote persons in all job classifications without regard to race, color, religion, creed, genetic information, sex, national origin, age, disabling condition, political affiliation or sexual orientation;
2. Base selection, hiring, and promotion decisions on valid requirements and criteria, which are job related and necessary upon entry at that level to perform the essential functions of the job;
3. Administer all employment practices objectively, including compensation, benefits, promotion, training, tuition assistance, termination, transfer, demotion, and reduction-in-force, without regard to race, color, national origin, religion, creed, genetic information, sex, age, disabling condition political affiliation or sexual orientation or marital status;
4. Provide reasonable accommodation for applicants and/or employees with disabilities when doing so will enable them to successfully perform the essential functions of the jobs or benefit from training;
5. Prohibit retaliatory actions against employees or applicants for employment who make a charge of employment discrimination or testify, assist, or participate in any manner in a hearing, proceeding, or investigation of employment discrimination; and
6. Assure a work environment that is free from discrimination.

II. STATEMENT OF THE DEPARTMENT OF ADMINISTRATION

The Department of Administration is fully committed to equal and fair personnel practices, including, but not limited to, the recruitment, hiring, promotion, and retention of its employees. All selection decisions will be based on valid job related requirements and consistent with performance of essential functions of the job. This Equal Employment Opportunity Plan defines areas of critical concern to the Department in terms of proper utilization of the existing staffing complements and equitable employment practices that are free from biases of race, color, religion, creed, genetic information, sex, national origin, age, disabling condition, sexual orientation, marital status or political affiliation. The plan further outlines responsibilities for implementation, monitoring, and corrective action where underutilization occurs.

This Plan is intended to promote equal access to employment opportunities and to discourage all forms of discrimination. Our equal employment opportunity efforts are both positive and proactive at all levels of responsibility within the Department of Administration, and we pledge all available resources to eliminate any barriers that may prevent those efforts.

While this Plan focuses on all qualified individuals, it also addresses the issue of workforce utilization and the Department of Administration's commitment to ensuring opportunities for meeting the work force demands for the year 2012. The mission stated in this Plan clearly indicates a positive direction by the Department of Administration toward increasing the numbers of individuals from underutilized groups across all occupational areas and to ensure that available labor force resources are fully utilized for the recruitment of these individuals.

Though this policy fulfills a legal requirement to document policy and projects equal employment opportunity for the Department of Administration, we recognize that the spirit of the Plan extends beyond the letter of the law. All efforts will be made to encourage each employee to become familiar with the Plan and its components, to comply to the fullest extent possible with the requirements, and to demonstrate good faith in carrying out its provisions.

Equal Employment Opportunity Policy

The North Carolina Department of Administration emphatically states that it will provide equal employment opportunities for all persons regardless of race, color, religion, creed, genetic information, sex, national origin, age, disabling condition or political affiliation, except where religion, sex or age are bona fide related employment requirements. This is in keeping with Title VII of the Civil Rights Act of 1964 as amended, Executive Order 11246, the Rehabilitation Act of 1973, the Civil Rights Restoration Act of 1988, the Americans with Disabilities Act of 1990, N.C.G.S. 126-16 and 126-17, Title II of the Genetic Information Nondiscrimination Act of 2008 (GINA), and other applicable Federal and State laws. In addition, the Department of Administration prohibits discrimination based on sexual orientation or marital status. Applicants or employees who allege discrimination in employment decisions because of sexual orientation or marital status may appeal through the agency's internal grievance process. Applicants or employees who allege discrimination in employment decisions because of genetic information may appeal through the agency's internal grievance process or directly to the United States Equal Employment Opportunity Commission (EEOC). It is also the policy of the Department of Administration to provide a work place that is free of harassment.

The Department of Administration further prohibits retaliatory action of any kind taken by any employee of the Department of Administration against any other employee or applicant for employment because that person made a charge, testified, assisted, or participated in any manner in a hearing, proceeding or investigation of employment discrimination.

The Department of Administration shall provide reasonable accommodations for applicants and/or employees with disabilities, when doing so will enable them to successfully perform the essential job functions or benefit from training.

To ensure that equal employment opportunity exists throughout the Department of Administration, a results oriented program will be implemented to overcome the effects of past discrimination and to eliminate any artificial barriers to employment opportunities for all qualified individuals that may exist in any of our programs.

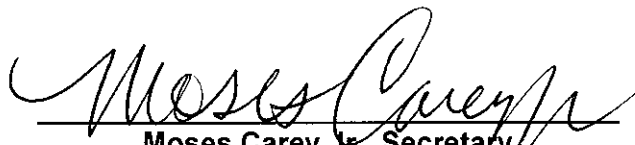
The Equal Employment Opportunity (EEO) program shall ensure greater utilization of all persons by identifying the underutilized groups based upon their representation in the workforce and making special efforts to increase their participation in recruitment, selection, training and development, upward mobility programs, and any other terms, condition, or privilege of employment.

Employment objectives and timetables shall be established to reduce and eliminate underutilization through the equal employment opportunity plan and program. Responsibility for the development of this Plan and program is hereby assigned to the EEO Officer. Each manager and supervisor will, however, share responsibility for the implementation of and compliance with this Plan and program.

The equal employment opportunity program will be continuously evaluated and monitored through the efforts of the Educating Employees to Excellence (E-3) Team under the leadership of the EEO Officer. The team will present periodic reports on the progress of this program to the Secretary of the Department of Administration.

The Secretary is committed to this program and is aware that with its implementation, positive benefits will be received from the greater utilization and development of previously underutilized human resources.

Adopted this the 1 day of June


Moses Carey Jr., Secretary
Department of Administration

Unlawful Workplace Harassment Policy

The policy of the Department of Administration is that no State employee may engage in speech or conduct that is defined as unlawful workplace harassment as indicated below. All State employees are guaranteed the right to work in an environment free from unlawful workplace harassment and retaliation.

Definition:

The State defines unlawful workplace harassment as unwelcome or unsolicited speech or conduct based upon race, sex, genetic information, religion, national origin, age, color or disabling condition, as defined by G. S. 168A-3, that creates a hostile work environment or circumstances involving quid pro quo.

Any current or former employee, full-time, or part-time employee, with either a permanent, probationary, trainee, time-limited permanent, or temporary appointment, who feels that he/she has been unlawfully harassed in the workplace, must do the following:

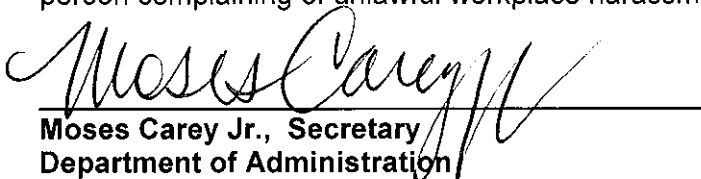
1. Submit a written complaint to the employing agency within thirty (30) calendar days of the alleged harassing action.
2. The agency must respond with appropriate remedial action within sixty (60) calendar days from receipt of a written complaint. The employing agency shall provide a written response to the grievant when the agency has determined what action, if any, will result from the grievant's written complaint.
3. After the agency's sixty (60) calendar day response period has expired, the grievant may appeal directly to the Office of Administrative Hearings within thirty (30) calendar days, if not satisfied with the agency's response to the complaint.

Note: An individual with a grievance concerning a denial of employment, promotion, training, layoff, transfer or termination due to discrimination based on age, sex, race, color, national origin, religion, creed, political affiliation, or disabling condition, as defined by G.S. 168A-3, or a grievance based on retaliation for opposition to alleged discrimination, may still appeal directly to the Office of Administrative Hearings. Grievances related to genetic information may be appealed through the agency's internal grievance process or directly to the United States Equal Employment Opportunity Commission (EEOC).

Note: Grievant may file a simultaneous complaint under Title VII with the Equal Employment Opportunity Commission.

Note: Applicants, while not covered under the State statute (SB 78), are covered under other State and Federal Civil Rights Acts.

A prompt and impartial investigation will be made of all cases alleging unlawful workplace harassment based on presented facts surrounding the misconduct. Any interference, coercion, restraint, or reprisal of any person complaining of unlawful workplace harassment is prohibited.


Moses Carey Jr., Secretary
Department of Administration

June 1, 2012
Date

Unlawful Workplace Harassment Prevention Plan

Introduction

The State of North Carolina has established a policy that prohibits in any form unlawful workplace harassment or retaliation of State employees and requires that every agency subject to the State Personnel Act establish policies and programs to ensure that work sites are free from unlawful workplace harassment. This policy and a plan setting forth steps to be taken to prevent and correct unlawful workplace harassment are included as a part of the equal employment opportunity plan.

Purpose

These guidelines are presented to assist agencies in developing acceptable plans for preventing and correcting unlawful harassment in the workplace.

Definitions

Unlawful Workplace Harassment is unwelcome or unsolicited speech or conduct based upon race, sex, creed, genetic information, religion, national origin, age, color, or disabling condition, as defined by G.S. 168A-3, that creates a hostile work environment or circumstances involving quid pro quo.

Hostile Work Environment is one that both a reasonable person would find hostile or abusive and one that the particular person who is the object of the harassment perceives to be hostile or abusive. A hostile work environment is determined by looking at all of the circumstances, including the frequency of the allegedly harassing conduct, its severity, whether it is physically threatening or humiliating and whether it unreasonably interferes with an employee's work performance.

Quid Pro Quo harassment consists of unwelcome sexual advances, request for sexual favors or other verbal or physical conduct when (1) submission to such conduct is made either explicitly or implicitly a term or condition of an individual's employment, or (2) submission to or rejection of such conduct by an individual is used as the basis for employment decisions affecting such individual.

Retaliation is adverse treatment taken because of opposition to unlawful workplace harassment.

Objectives

To achieve and/or maintain a workplace free of harassment (speech or conduct that fall under the definition of unlawful workplace harassment). To provide training to supervisors and employers on how to recognize and deal effectively with unlawful workplace harassment.

Timetable

Objectives will be met on a monthly basis for all new employees during orientation and quarterly for all other employees.

Responsibility for Implementation

Secretary

The primary responsibility for implementing the Unlawful Workplace Harassment Policy rests with Moses Carey, Secretary of the Department of Administration. He provides direction to staff as necessary to carry out all actions required to comply with the department's Unlawful Workplace Harassment policy.

Employee Relations Manager/EEO Officer's Responsibilities

- Provide specialized advice and counseling to managers, supervisors, and employees;
- Chair the EEO Team and serve as a department EEO resource person;
- Investigate and obtain additional information of cases alleging unlawful workplace harassment;
- Monitor the procedures and disciplinary actions of all alleged cases to ensure that departmental procedures are followed;
- Maintain the BEACON Grievance Tracking System;

Supervisor's Responsibilities

- Administer the department's policy;
- Prevent and correct any identifiable discrimination and/or unlawful workplace harassment;
- Counsel employees appropriately to prevent and correct unlawful workplace harassment; and
- Create/maintain work environments free of unlawful workplace harassment.

Employee's Responsibilities

- Adhere to policies of the department;
- Report illegal discrimination and/or unlawful workplace harassment; and
- Maintain a work environment free of unlawful workplace harassment.

Training

Each State agency has the responsibility for taking steps to prevent and correct unlawful workplace harassment and retaliation. A logical first step is to offer a training program for supervisors and employees to sensitize them to the subject. Such a program is necessary to help meet the legal obligation as suggested under the policy and help create an environment that supports employees and encourages productivity. The Office of State Personnel's Equal Opportunity Services Division will design the training program. Agencies may add other components; however, components must not be in conflict with the State's policy on unlawful workplace harassment. Components of DOA's training program will include:

Supervisor's Training

- State's policy on unlawful workplace harassment;
- State and Federal laws;
- Appropriate disciplinary actions;
- Grievance procedures; and
- Illegal discrimination and corrective action steps.

Employee's Training

- Discrimination and the State's policy on unlawful workplace harassment;
- Employee rights;
- Disciplinary actions; and
- Grievance procedures.

Counseling

Some victims of unlawful workplace harassment have been known to experience some work-related problems such as absenteeism, low productivity, and inefficiency, as well as physiological problems that have been linked to stress. The Plan should indicate that assistance is available through the agency's Employee Relations Manager for those employees experiencing personal and/or work related problems resulting from unlawful workplace harassment.

Grievance Procedures

Employee conduct towards an outside vendor or contractor that would constitute unlawful workplace harassment could constitute unacceptable personal conduct. Any current or former employee of the Department of Administration who feels that he/she has been unlawfully harassed in the workplace must do the following:

Submit a written complaint to the Department within thirty (30) calendar days of the alleged harassing action. Due to confidentiality and the sensitivity of complaints such as workplace harassment, the complainant has the option of filing the complaint directly with the immediate supervisor, the Human Resources Management Director or Employee Relations Manager/EEO Officer. The employee has the right to bypass any step in the applicable agency procedure involving review of decisions by the alleged harasser. **Note: A grievant has the right to file a complaint simultaneously under Title VII with the Equal Employment Opportunity Commission (EEOC).**

The Department of Administration shall respond with appropriate remedial action within sixty (60) calendar days from receipt of the written complaint unless the 60-day period has been waived and the grievant has acknowledged such a waiver. Waiver and acknowledgement shall be in writing. If not satisfied with the agency's written response, the grievant may appeal directly to the Office of Administrative Hearings within thirty (30) calendar days of the agency's response. **Note: An individual with a grievance concerning a denial of employment, promotion, training, or transfer, or concerning a demotion, layoff, transfer, or termination due to discrimination based on age, sex, race, color, national origin religion, creed, political affiliation, or handicapping condition, as defined by G.S. 168A-3, or a grievance based on retaliation for opposition to alleged discrimination, may still appeal directly to the Office of Administrative Hearings. Grievances based upon genetic information may be appealed through the agency's internal grievance process or directly to the United States Equal Employment Opportunity Commission (EEOC).**

Discipline

The courts, as well as management, realize that unlawful workplace harassment is a personal issue that must be defined by the individual victim. A prompt impartial investigation will be made in all cases alleging harassment based on presented facts surrounding the misconduct. All parties involved are entitled to a fair and impartial hearing. Interference, coercion, restraint, or reprisal against any person complaining of unlawful workplace harassment is prohibited.

Dissemination

The Unlawful Workplace Harassment Prevention Plan will be communicated to all the department's employees through the same method as the EEO Plan. The policy will be posted throughout the department. In addition, a copy of the policy statement will be included in the new employee orientation packets and will be explained in new employee orientation sessions.

Evaluation

The department's goal is to achieve a productive workplace. In order to reach this goal, supervisors are required to monitor the activity in their respective work areas to ensure the workplace is free of harassment. The EEO Officer will work with executive management and others in the correction of any and all misconduct relevant to unlawful workplace harassment activities. The department's Unlawful Workplace Harassment Policy will continue to receive an annual audit by the Office of State Personnel Equal Opportunity Services Program.

III. ASSIGNMENT OF RESPONSIBILITY AND ACCOUNTABILITY

Governor

The Governor of the State of North Carolina has overriding responsibility for the State's equal employment opportunity policies and programs. The responsibility for the actual development and implementation of the Department of Administration EEO Plan and program is delegated to the Secretary.

Office of State Personnel - Equal Employment Opportunity Program

The responsibility for providing technical assistance in EEO and program review, monitoring and evaluation according to Office of State Personnel Commission policy and guidelines is delegated to the Equal Employment Opportunity Program in the Office of State Personnel. The responsibilities of the Equal Employment Opportunity Program include:

1. Approving all equal employment opportunity and unlawful harassment plans.
2. Designing and implementing the monitoring and reporting systems of EEO planning and for determining the effectiveness of each plan and program;
3. Providing technical assistance for plan and program development and recommendation of corrective action where necessary;
4. Providing assistance in identifying problem areas;
5. Developing and implementing EEO support programs;
6. Developing and implementing EEO training programs; and
7. Evaluating progress and programs designed to enhance equal opportunity and personnel practices to assure non-discrimination.

Secretary of the Department

Moses Carey, Jr., the Secretary of the Department of Administration, is ultimately responsible for ensuring that the EEO policy and programs specific to the organization are fully developed and successfully implemented. Furthermore, the Secretary is charged with ensuring that all employment practices and all aspects of the employment function within the organization are implemented in a manner that is equal for all applicants and employees and consistent with State Personnel policy, promulgated by the State Personnel Commission, and with G.S. 126-19.

Specific steps shall be taken to ensure that the achievement of the EEO policy and objectives are documented in detail in this Plan. These steps include:

1. Establishing procedures to ensure that every manager and supervisor, who has authority in any personnel matter, will exercise that authority in accordance with State personnel policy and will help to achieve the agency's EEO efforts;
2. Establishing accountability for EEO achievement by including a factor in the performance evaluation process that measures the EEO performance of each manager and supervisor;
3. Appointing or designating a management-level official to serve as the agency's EEO Officer;
4. Appointing an EEO Team entitled, Educating Employees to Excellence (E-3);
5. Effectively communicating EEO policy, objectives, and procedures to all employees;
6. Effectively communicating EEO policy, objectives, and procedures to applicants for employment and the general public; and

7. Providing necessary resources to assure the successful implementation of the EEO program.

Managers and Supervisors

Personnel decisions that directly impact the success of the EEO program are made at the managerial and/or supervisory level. Each manager and supervisor is responsible for implementing the specific elements of the Equal Employment Opportunity Plan, which are designed to eliminate barriers to equal employment opportunity that cause underutilization. It shall be their responsibility to demonstrate support for the Equal Employment Opportunity Plan and its elements, and to encourage subordinates to adopt the spirit and intent of the plan in their assessments of subordinates or in their evaluation and subsequent selection of staff.

Each manager/supervisor's performance in achieving equal employment opportunity objectives will be included in his/her evaluation and performance increases. The specific responsibilities of managers and supervisors include, but are not limited to:

1. Assisting in the identification of problem areas and establishing program objectives;
2. Making every effort to achieve program objectives and maintaining a diverse workforce for the department, division, work unit, or section;
3. Providing career counseling for employees and ensuring that all employees are given the full opportunity to attend workshops and seminars and/or to take credit courses under the provisions of the agency's educational assistance program;
4. Assisting the EEO Team in periodic evaluations to determine the effectiveness of the EEO program;
5. Sensitizing employees to all EEO policies;
6. Preventing and correcting unlawful workplace harassment of employees; and
7. Providing a work environment and management practices that support equal opportunity in all terms and conditions of employment.

Employee Relations Manager/ EEO Officer

The Employee Relations Manager/ EEO Officer is assigned the overall responsibility for implementing the department's EEO program. He/she is ultimately accountable for the development and implementation of the annual EEO Plan and related program operations. Those duties and responsibilities include:

1. Interacting with management and employees to interpret and apply all Federal and State policies, regulations, and guidelines that involve discrimination in employment on the basis of race, color, religion, creed, genetic information, sex, national origin, age, disabling condition, sexual orientation, and marital status.
2. Maintaining and analyzing workforce utilization data for development of the EEO Plan;
3. Developing (with input from management) the EEO Plan and program;
4. Maintaining and analyzing data on employment practices to monitor and evaluate the effectiveness of the EEO program to identify areas where further action is needed, and to advise management of the program's impact and effectiveness on Department of Administration's workforce demographics and upward mobility of its employees;
5. Providing or coordinating training on State Personnel's EEO policy, other EEO laws and regulations, the prevention of unlawful harassment, positive emphasis for persons with disabilities, job-related selection

procedures, and the Department of Administration's EEO Plan;

6. Providing information related to EEO for executive staff, managers, and supervisors and circulating updated EEO information as needed;
7. Monitoring training for employees on their rights and responsibilities as related to the EEO policy, EEO laws and regulations, and the prevention of unlawful harassment; providing information related to EEO, and circulating updated EEO information;
8. Providing confidential counseling for management and employees in matters involving EEO concerns or complaints alleging discrimination (formal and informal) within the Department of Administration's established guidelines;
9. Coordinating special programs (internally or in cooperation) with State Personnel to achieve program objectives and to provide for management and employee input and assistance in program development and implementation;
10. Serving as staff to the EEO Team; and
11. Establishing and maintaining effective working relations with groups concerned with equal employment opportunity.

Equal Employment Opportunity Team

The Department of Administration chooses to demonstrate its commitment to the concept of equal employment opportunity by designating an Equal Employment Opportunity Team that represents the interests of all departmental employees. The team, Educating Employees to Excellence (E-3), is composed of ten (10) employees in addition to the Employee Relations Manager/EEO Officer, who chairs the team.

The team advises the Secretary and the Employee Relations Manager/EEO Officer on the resolution of problems and suggests revisions or modifications to the equal employment opportunity policy. The team's membership is structured to ensure representation of different occupational groups within the department and it is designed to focus on targeted groups that have been traditionally underrepresented in matters pertaining to equal employment opportunity. The Equal Employment Opportunity Team presents a report on an annual basis to the Secretary regarding the Department's equal employment program and all of its elements. With responsibility for overseeing the Department of Administration's Equal Employment Opportunity program, the team meets quarterly to discuss relevant moral and legal issues in support of EEO mandates: to review statistical data that reflects the Department's workforce by race, sex and disability in each Standard Occupational Category (SOC), to determine deficiencies in administering the program, and to determine revisions to equal employment opportunity goals and objectives. The duties of the EEO Team include, but are not limited to:

1. Creating a communication link between the managers and employees and the EEO staff on aspects of the EEO Plan and program and the potential EEO problem areas in the agency through regular meetings (at least quarterly);
2. Reviewing and evaluating the existing equal employment opportunity plan;
3. Reviewing statistical data on the representation of underutilized groups in each occupational category in the Department of Administration's workforce;
4. Surveying the organizational climate and employee attitudes, and evaluating the resultant data;
5. Discussing relevant legal and ethical issues that underlie EEO mandates;
6. Arranging meetings with the Executive Management Team to discuss the EEO program, report on the employees' concerns, and recommend EEO policy changes and additions;

7. Identifying recruitment sources, programs for career mobility, and other activities designed to strengthen the EEO program;
8. Communicating information about the EEO program to employees and managers; and
9. Planning and implementing programs to educate the Department of Administration's workforce on EEO concepts.

The Equal Employment Opportunity Team will assist the Employee Relations Manager/EEO Officer in developing at least one project per year to enhance the overall mission of the Department of Administration's commitment to equal employment opportunity.

EEO Team Members

Name, Demographic Information, Division	Telephone	Email
Jorge Aviles, Hispanic Male Facility Management	919-733-3514	Jorge.Aviles@doa.nc.gov
Angela Dunaway, White Female Purchase and Contract	919-807-4545	Angela.dunaway@doa.nc.gov
Joey Ennis, White Male Management Information Systems	919-807-2301	Joey.ennis@doa.nc.gov
Prentice Hunt, American Indian Female, Fiscal Management	919-807-2444	Prentice.hall@doa.nc.gov
Matthew Idiculla, Asian American Male, Office for Historically Underutilized Businesses	919-807-2330	Matthew.idiculla@doa.nc.gov
Phillip Jordan, Black Male Human Relations Commission	919-807-4420	Phillip.jordan@doa.nc.gov
Alicia Lopez, Hispanic Female State Construction Office	919-807-4100	Alicia.Lopez@doa.nc.gov
Teresa Matthews, Black Female State Property Office	919-807-4650	Teresa.matthews@doa.nc.gov
Diane Norris, Asian American Female, Veterans Affairs	919-807-4250	Diane.norris@doa.nc.gov
Elk Richardson, American Indian Male, Commission of Indian Affairs	919-807-4440	Elk.richardson@doa.nc.gov
Chair: Gretchen Aycock, White Female Human Resources Management, Employee Relations/Advocacy Counsel and Equal Employment Opportunity Officer	919-807-2384	Gretchen.Aycock@doa.nc.gov

IV. Dissemination of EEO Plan and Programs

The Communication of the EEO Plan and program is vital to the employees and the general public. Both internal and external dissemination of the Plan, policies, and program provisions are necessary for the effective communication of the Department of Administration's commitment to EEO.

Internal Dissemination

The Employee Relations Manager/EEO Officer is responsible for ensuring that:

1. All employees receive a copy of the Department of Administration's EEO Policy, the name, phone number, and location of the Department of Administration's EEO Officer, a statement of the purpose of the EEO Team that includes the name and phone number of each member; a copy of the grievance and/or complaint procedures and where copies of the Plan are available for employee or applicant reading;
2. Managers and supervisors are effectively trained on their specific responsibilities to the equal employment opportunity program and related Department of Administration policy;
3. The EEO, Unlawful Workplace Harassment, and RIF policy statements and procedures for filing a discrimination complaint are posted on bulletin boards in waiting areas and other areas where employees and /or the public may congregate;
4. All photographs used by the Department of Administration for publicity and/or public relations include the various demographic groups within the organization;
5. Newsletters and other in-house publications are used to communicate information about the EEO Plan, policy, and program on a regular basis (at least once a year), and to inform employees of EEO events and issues; and
6. Input is solicited from all employees on the Department of Administration's EEO Plan, policy, program and efforts in order to drive valuable feedback on the workforce.

External Dissemination

External dissemination of the EEO Plan and policies is also necessary to ensure that the general public is informed of the Department of Administration's posture on EEO. The Employee Relations Manager/EEO Officer is expected to compile a list of recruitment resources. In order to effectively disseminate the Plan, policy, and program to the external resources, the EEO Officer is expected to:

1. Provide a copy of the Department of Administration's EEO and Unlawful Workplace Harassment policy statements to each resource, subcontractor, vendor, and/or supplier;
2. Mail copies of the Department of Administration's vacancy list, job announcements, and any other pertinent material to the appropriate recruitment resource; and
3. Maintain regular and routine contact with recruitment resources, especially during periods when no openings occur.

V. Job Opening Estimates and Employment Objectives

This section contains the Department of Administration's job opening estimates and equal employment objectives for 2012. The Department is experiencing a period of downsizing, and has limited expectations of hiring in many occupational categories for 2012. An entire Division, the Agency for Public Telecommunications, was notified February

20, 2012 of a reduction-in-force for all employees. As the Department of Administration hires in 2012 every consideration will be given to those areas that are underutilized. EEO information is based on numbers employed and underutilized as of December 31, 2011.

JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS

2012 EQUAL EMPLOYMENT OPPORTUNITY PLAN

AGENCY: Department of Administration

Division: Motor Fleet Management

SOC CATEGORY: Skilled Craft

SUB-CATEGORY:

RECRUITMENT AREA: North Carolina

Availability Standards: Work Force Population Population /Labor Force Compromise X
(Check one) Two Factor Analysis

EEO INFORMATION	W/M	W/F	B/M	B/F	O/M	O/F	TOTAL	DISB	MRTY	FMLE
EMPLOYED 12 / 31 / 11	15	0	3	0	0	0	18	0	-3	0
UNDERUTILIZED 12 / 31 / 11	+7	-4	+1	-1	-1	-1		-4	0	-6

EMPLOYMENT OBJECTIVES

2011 Target Classifications	OPG	W/M	W/F	B/M	B/F	O/M	O/F	TOTAL	DISB	MRTY	FMLE
Mechanic I	1		1					1			1
Total Through 2011	1		1					1			1

*Employment objectives are to represent a net increase in employment which does not include placements of underutilized groups that maintain their current representation levels.

**JOB OPENING ESTIMATES FOR OCCUPATIONS IN WHICH UNDERUTILIZATION OCCURS
2011 EQUAL EMPLOYMENT OPPORTUNITY PLAN**

AGENCY: Department of Administration

DIVISION: Mail Service Center

SOC CATEGORY: Administration

SUB-CATEGORY: Administrative Support

RECRUITMENT AREA: North Carolina

Availability Standards: Work Force Population Population /Labor Force Compromise_X_
(Check one) Two Factor Analysis

EEO INFORMATION		W/M	W/F	B/M	B/F	O/M	O/F	TOTAL	DISB	MRTY	FMLE
EMPLOYED	12 / 31 / 11	9	2	18	12	1	1	43	1	32	15
UNDERUTILIZED	12 / 31 / 11	-2	-18	+15	+6	-1	-1		-8	+21	-17

EMPLOYMENT OBJECTIVES

2012Target Classifications	OPG	W/M	W/F	B/M	B/F	O/M	O/F	TOTAL	DISB	MRTY	FMLE
Mail Clerk	1	1						1			1
Total Through 2011	1							1			

*Employment objectives are to represent a net increase in employment which does not include placements of underutilized groups that maintain their current representation levels.

VI. Procedure and Program Activities

Recruitment

Recruitment of applicants is necessary even in austere times. A good faith EEO Plan, in conjunction with the equal employment opportunity policy, includes a recruitment program with specific provisions for:

1. Reviewing and monitoring recruitment procedures to abolish any discriminatory practices that may exist;
2. Reviewing all recruitment literature to ensure that it is relevant to all employees;
3. Instituting measures that will improve the agency's recruitment process as it relates to the established program objectives; and
4. Specifying measures for maintaining contact with recruitment resources and informing these resources of employment opportunities, particularly in management, professional, and technical level positions.

Selection and Hiring

Studies have shown that discriminatory practices occur more often in the selection process than in any other area of employment practices. An effective EEO plan includes procedures to review and evaluate each step of the selection process to assure that job requirements, selection procedures, hiring standards, and the placement process contribute to the achievement of program objectives and does not discriminate in the categories of race, color, religion, creed, genetic information, sex, national origin, age, disabling condition, sexual orientation, and marital status.

The effective EEO plan further includes a selection program with provisions for:

1. Ensuring that job analyses are conducted to establish job-related qualifications statements, selection criteria, training needs, and career ladders, or to initiate any other selection procedure;
2. Cooperating with the Office of State Personnel or other trained resources on the review and validation of written tests, interviews, or other selection devices;
3. Training all employees, who interview applicants for employment, in proper interviewing techniques;
4. Establishing sign-off procedures to ensure that the selection process in underrepresented occupations reflect established program objectives and timetables;
5. Analyzing the flow of applicants through the selection and appointment process, determining reasons for the rejection of qualified applicants from underutilized groups in areas where program objectives have been set or under-representation exists;
6. Monitoring the employment of individuals to ensure the assignment of work and a workplace on a non-discriminatory basis; and
7. Ensuring that testing and interviewing processes are accessible to persons with disabilities; when necessary, using probationary appointments in lieu of testing, if a disability prevents an accurate prediction of successful job performance through examination.

Job Structuring

The EEO Plan includes a job-structuring program to ensure that job descriptions and class specifications do not contain factors that arbitrarily discriminate. The Department of Administration has established and maintains a continuous review program in cooperation with the Office of State Personnel. Key elements of a job-structuring program provide for:

1. Reviewing job classes and positions periodically to correct inaccurate descriptions and to insure that roles are allocated to the appropriate classification;
2. Ensuring that job qualifications are job-related and consistent with performing the essential functions of the job;
3. Restructuring jobs by replacing high-level vacant positions with entry level or trainee positions, when possible, to create placement opportunities; and
4. Creating career ladders for upward mobility that free positions for additional entry-level placements.

Training and Development

Employee training is a cost effective program. Each agency spends a great deal of time and money in acclimating employees to the job and the workforce. It is often more time and cost effective to train qualified employees to perform other jobs or to move to higher levels, than to search for qualified persons outside of the agency. Appropriate modifications of an agency's employee development program are a significant part of the equal employment opportunity plan. An effective EEO plan includes an employee development and training program with provisions for:

1. Analyzing the performance requirements for all job classes in which underutilization exist for the purpose of identifying the agency's training needs; and
2. Ensuring that training opportunities are accessible to all employees and that all employees are notified of all training opportunities for which they qualify.

Thorough documentation of the agency's efforts to create and /or provide training opportunities for employees is a part of the EEO Plan requirement for internal audit and reporting systems. Information on the request for training made by employees and the training provided to all employees (regardless of whether or not it was requested) are significant indicators of the agency's EEO efforts.

Management Training

Training for managers and supervisors is crucial to the success of an EEO program. Managers and supervisors implement the achievement of equal employment opportunity goals through their employment decisions (selection for hiring, promotion, training, reallocation, demotion, and transfer). They must be trained on the effective fulfillment of their EEO responsibilities. The elements of such a training program include:

- Definition of equal employment opportunity;
- Legal basis for EEO;
- Interpreting and applying EEO policies and guidelines;
- Guidelines for valid and legal selection procedures;
- Identifying and eliminating artificial barriers that can lead to discrimination;
- Implementing EEO program; and
- Managing diversity in the workforce.

The agency affirms its commitment to actively enroll eligible managers and supervisors in the North Carolina Office of State Personnel Equal Employment Opportunity Institute (EEOI).

Promotion

The EEO program impacts not only recruitment, selection, and hiring, but also promotion and the upward mobility of underutilized groups. It is equally as unlawful to fail to provide an equal opportunity for upward mobility to all employees as to fail to offer an equal opportunity for employment. In order to assure that the process of selecting employees for these opportunities does not adversely affect all employees who are qualified for promotion or other forms of upward mobility, an effective EEO plan incorporates an upward mobility procedure/program that includes provisions for:

1. Establishing sign-off procedures to ensure that all employees are considered for promotions and any other personnel activity that impacts their upward mobility;
2. Researching employee qualifications (particularly in a lower level class) to identify those who may become qualified to move to higher-level classes after the provision of training or who are overqualified for their current job;
3. Developing a program that facilitates the advancement of these workers to higher level jobs; and
4. Creating career development plans for employees who demonstrate the potential for advancement.

Performance Appraisal

Guidelines for Work Planning and Performance Review (WPPR) or Performance Management indicate that the work performance of each State employee is to be evaluated at least annually. Work planning and performance reviews must be based on the same set of specific objectives and performance standards established for each job, by both the supervisor and employee. Managers are encouraged to develop procedures for establishing performance standards, and methods for applying them, to ensure that they are free of bias. Conferences should be conducted with each employee to plan the work and to discuss the performance appraisal. The results of both sessions must be maintained on a confidential basis. Work planning and performance review procedures and documentation formats should be uniform throughout the department. A review of each manager's and supervisor's performance in implementing the EEO Plan and program is included in their work plan.

Grievance Procedure

The grievance procedure is designed to ensure fair and equitable review of employment complaints. The Employee Relations Manager/EEO Officer should be familiar with the Department of Administration's Grievance and Mediation Policy and Procedures. Also, the Employee Relations Manager/EEO Officer should have the authority to informally examine the situation with the employee, discuss the employee's concerns, suggest certain kinds of solutions and/or recommend other solutions to the appropriate authority, and offer sound advice. The informal involvement of the EEO Officer is essential to the resolution of employment problems that could grow into costly litigation.

Disciplinary Process

The disciplinary process is designed to provide management and employees a fair, clear, and useful tool for correcting and improving performance problems, as well as to include a process to assist management in handling cases of unacceptable personal conduct. The Employee Relations Manager/EEO Officer should be familiar with the Department of Administration's Disciplinary Action and Dismissal Policy, and informally provide guidance to both employees and management.

Transfer and/or Separations

The Department of Administration implements a structured and uniform procedure for determining the primary reasons employees voluntarily transfer and/or separate from the agency. This procedure involves conducting exit interviews with departing employees, or obtaining post transfer or separation questionnaires. The Employee Relations Manager should conduct an analysis of the information collected and share with top management to alert them of any conditions that need immediate attention.

Career Banding

In accordance with the statewide Career-banding policy, the Department of Administration will implement a structured and uniform procedure to assure that employees are treated fairly in opportunities for career development and compensation levels. The Department of Administration will utilize its current EEO team to serve as the Employee Advisory Committee. This committee will assess and evaluate the operation of the career banding program, as needed, and offer input regarding its effectiveness, efficiency and equity to employees. Results will be shared as appropriate.

Compensation and Benefits

A structured and uniform procedure should be implemented to ensure fairness and equity in the administration of compensation. Consideration should be given to criteria for salary recommendations above the hiring rate, related education, training, and experience (paid, volunteer), and salaries of current employees performing similar duties and responsibilities. Also, analysis should be conducted to ensure that all benefits and conditions of employment are equally available without discrimination to all employees, which includes leave policies, retirement plans, insurance programs and other terms, conditions, and privileges of employment. The EEO Officer should be involved in monitoring salary recommendations in an effort to identify trends and discuss concerns with management in order to minimize inequities.

Monitoring Procedures

An internal monitoring and evaluation system to audit personnel policy and personnel decisions is essential to ensure non-discrimination and the achievement of goals and timetables. Additionally, an evaluation of progress is essential for assessing the overall effectiveness of the Equal Employment Opportunity program and providing data upon which to base recommendations for future action. To carry out these objectives, the Department of Administration will utilize its Equal Employment Opportunity Team, with an appropriate mix of representation from most organizational units, and its Executive Management Team and Division Directors. The monitoring and evaluation program will include regular reviews of our EEO practices, policies, and departmental commitment by the Executive Management Team to review goals and objectives at regular staff meetings and at least once each quarter.

During the quarterly review and evaluation of the EEO Plan and program activities, consideration will be given to recruitment, selection, salary administration, staff development and training, management of probationary and trainee appointments, employee relations concerns, and a review of our statistical successes in each organizational unit. The Human Resources (HR) Management Director will facilitate these sessions with assistance as needed by the EEO Officer. The HR Director will provide reports to the Secretary of the Department of Administration with follow-up written reports as determined necessary.

The Equal Employment Opportunity Plan will be updated annually and as State and Federal laws, regulations, and guidelines change. Other opportunities to revise the plan will be taken into consideration to reflect management and employee philosophies resulting from their interactions and work with the Plan.

The internal monitoring and evaluation program will cover most aspects of the employment function. Through quarterly analysis by division management, senior staff, and Human Resources Management, significant changes can be made to achieve success of our program. EEO reporting systems, through the use of information contained in the Building Enterprise Access for Core Operational Needs (BEACON), can provide management with the data needed for positive discussions.

During 2012, a stronger monitoring and evaluation system will be established to provide reports on departmental selection decisions, staff development and training activities, and quarterly summaries on EEO activity and progress. The EEO plan includes the internal procedures and programs designed to address EEO challenges and implementation procedures to assist division-level management in achieving its program objectives.